

**GREATER MANCHESTER COMBINED AUTHORITY
RESOURCES COMMITTEE**

DATE: Friday, 27th October, 2023

TIME: 10.00 am

VENUE: Meeting Rooms A & B, Bury Town Hall, Knowsley
Street, Bury, BL9 0SW

AGENDA

- 1. Apologies**
- 2. Chairs Announcements and Urgent Business**
- 3. Declarations of Interest** 1 - 4

To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer 48 hours before the start of the meeting.

- 4. Minutes of the meeting of the GMCA Resources Committee held on 29 September 2023** 5 - 8

To approve the minutes of the GMCA Resources Committee held on 29 September 2023.

- 5. Retirement of GMCA & TfGM Chief Executive Officer** 9 - 12

Report of Gillian Duckworth, GMCA Solicitor and Monitoring Officer.

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

6. GMFRS Heads of Service Roles - Regrading and Creation of a New Role 13 - 20

Report of Ben Norman, Deputy Chief Fire Officer, Greater Manchester Fire & Rescue Service.

7. Re-evaluation of two GMCA Senior Posts 21 - 36

Report of Andrew Lightfoot, Deputy Chief Executive, Greater Manchester Combined Authority.

8. Six month Progress Update on the 2023/24 GMCA Business Plan 37 - 52

Report of Eamonn Boylan, Chief Executive Officer, GMCA & TfGM.

Name	Organisation	Political Party
GM Mayor Andy Burnham	GMCA	Labour
Councillor Bev Craig	Manchester CC	Labour
City Mayor Paul Dennett	Salford City Council	Labour
Councillor Mark Hunter	Stockport	Liberal Democrats
Councillor David Molyneux	Wigan Council	Labour
Councillor Eamonn O'Brien	Bury Council	Labour
Councillor Tom Ross	Trafford	Labour

For copies of papers and further information on this meeting please refer to the website www.greatermanchester-ca.gov.uk. Alternatively, contact the following Governance & Scrutiny Officer: sylvia.welsh@greatermanchester-ca.gov.uk



This agenda was issued on 19 October 2023 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

This page is intentionally left blank

Declaration of Councillors' Interests in Items Appearing on the Agenda

Name and Date of Committee.....>

Agenda Item Number	Type of Interest - PERSONAL AND NON PREJUDICIAL Reason for declaration of interest	NON PREJUDICIAL Reason for declaration of interest Type of Interest – PREJUDICIAL Reason for declaration of interest	Type of Interest – DISCLOSABLE PECUNIARY INTEREST Reason for declaration of interest

Please see overleaf for a quick guide to declaring interests at GMCA meetings.

Quick Guide to Declaring Interests at GMCA Meetings

Please Note: should you have a personal interest that is prejudicial in an item on the agenda, you should leave the meeting for the duration of the discussion and the voting thereon.

This is a summary of the rules around declaring interests at meetings. It does not replace the Member's Code of Conduct, the full description can be found in the GMCA's constitution Part 7A.

Your personal interests must be registered on the GMCA's Annual Register within 28 days of your appointment onto a GMCA committee and any changes to these interests must notified within 28 days. Personal interests that should be on the register include:

1. Bodies to which you have been appointed by the GMCA
2. Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

You are also legally bound to disclose the following information called Disclosable Personal Interests which includes:

1. You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated).
2. You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
3. Any sponsorship you receive.

Failure to disclose this information is a criminal offence

Step One: Establish whether you have an interest in the business of the agenda

1. If the answer to that question is 'No' then that is the end of the matter.
2. If the answer is 'Yes' or Very Likely' then you must go on to consider if that personal interest can be construed as being a prejudicial interest.

Step Two: Determining if your interest is prejudicial

A personal interest becomes a prejudicial interest:

1. where the wellbeing, or financial position of you, your partner, members of your family, or people with whom you have a close association (people who are more than just an acquaintance) are likely to be affected by the business of the meeting more than it would affect most people in the area.
2. the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

For a non-prejudicial interest, you must:

1. Notify the governance officer for the meeting as soon as you realise you have an interest.
2. Inform the meeting that you have a personal interest and the nature of the interest.
3. Fill in the declarations of interest form.

To note:

1. You may remain in the room and speak and vote on the matter
If your interest relates to a body to which the GMCA has appointed you to, you only have to inform the meeting of that interest if you speak on the matter.

For prejudicial interests, you must:

1. Notify the governance officer for the meeting as soon as you realise you have a prejudicial interest (before or during the meeting).
2. Inform the meeting that you have a prejudicial interest and the nature of the interest.
3. Fill in the declarations of interest form.
4. Leave the meeting while that item of business is discussed.
5. Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent.

You must not:

Participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business,
participate in any vote or further vote taken on the matter at the meeting.

This page is intentionally left blank

MINUTES OF THE MEETING OF THE GMCA RESOURCES COMMITTEE HELD ON FRIDAY 29 SEPTEMBER 2023

PRESENT:

Andy Burnham	Mayor of Greater Manchester
Councillor Eamonn O'Brien	Bury
Councillor Tom Ross	Trafford
Councillor David Molyneux	Wigan

ALSO PRESENT:

Eamonn Boylan	Chief Executive Officer, GMCA & TfGM
Andrew Lightfoot	Deputy Chief Executive, GMCA
Gillian Duckworth	Solicitor & Monitoring Officer, GMCA
Steve Wilson	Treasurer, GMCA
Julie Connor	Director, Governance & Scrutiny, GMCA
Kevin Lee	Mayor of Greater Manchester's Office
Councillor Mark Roberts	Stockport

RC/09/23/4 Apologies

Apologies were received and noted from Councillors Bev Craig (Manchester), Mark Hunter (Stockport) and Salford City Mayor, Paul Dennett.

RC/10/23/4 Chairs Announcements & Urgent Business

There were no Chairs Announcements or Urgent Business.

RC/11/23/4 Declarations of Interest

There were no declarations of interest made in relation to any item on the agenda.

RC/12/23/4 Minutes of the GMCA Resources Committee held on 28 July 2023

That the minutes of the meeting of the Resources Committee held on 28 July be approved as a correct record.

RC/13/23/4 Recruitment of GMCA Deputy Monitoring Officer

Gillian Duckworth introduced a report seeking approval for the establishment of a second post of GMCA Deputy Monitoring Officer within its structure.

The Chair advised the Committee that there had been outstanding legal support throughout the Bus Franchising process and the creation of the new post will help build a strong legal team and create resilience.

RESOLVED/-

That the establishment of a second permanent role of Deputy Monitoring Officer within the GMCA organisational structure be approved.

RC/14/23/4 Transport Commissioner Contract Extension

Andy Burnham, Mayor of Greater Manchester, introduced a report seeking approval for the extension of the contract of the Greater Manchester Transport Commissioner until 30 April 2024.

The Committee was advised that Vernon Everitt had played a pivotal role in the bus franchising work and the plans to bring rail services into the Bee Network. He had provided invaluable and critical support for the launch of the Bee Network in Greater Manchester, by utilising his expertise from his experience in London.

Eamonn Boylan, Chief Executive Officer, GMCA & TfGM added that Vernon was the most respected transport professional in the country and provided a level of insight, in the most challenging of circumstances, demonstrating and evidencing why he had been engaged.

In conclusion, the Committee was also informed that a piece of work would be undertaken on lessons learned from the Bee Network tranche 1 launch to be implemented for the following tranches.

RESOLVED/-

That the contract extension of Vernon Everitt, as Transport Commissioner, on the terms outlined in paragraph 2.6. of the report, be approved.

This page is intentionally left blank

RESOURCES COMMITTEE

Date: 27th October 2023

Subject: Retirement of GMCA & TfGM Chief Executive Officer

Report of: Gillian Duckworth, GMCA Solicitor and Monitoring Officer & Mallicka Mandal,
GMCA Director of People Services

Purpose of Report

The purpose of this report is to seek approval from the Committee for the commencement of the recruitment process for a new Chief Executive Officer, following the announcement of the intended retirement by the current role holder, Eamonn Boylan, in May 2024

Recommendations:

Resources Committee is requested to:

1. Note the retirement of the current GMCA & TfGM Chief Executive as set out in the report.
2. Authorise the commencement of a recruitment process of a new Chief Executive who will be appointed to the role of Head of Paid Service in accordance with section 4 of the Local Government & Housing Act 1989.
3. Approve the use of a recruitment executive search agency to provide independent support to the process.
4. Consider options for the future leadership of GMCA & TfGM (as set out in the report) which will then inform the approach to recruitment.
5. Agree the Members for the Appointment Panel in line with the constitutional requirements.

Contact Officers

- Gillian Duckworth, GMCA Solicitor and Monitoring Officer
gillian.duckworth@greatermanchester-ca.gov.uk

- Andrew Lightfoot, GMCA Deputy Chief Executive:
andrew.lightfoot@greatermanchester-ca.gov.uk
- Mallicka Mandal, GMCA Director of People Services:
mallicka.mandal@greatermanchester-ca.gov.uk

1. Introduction/Background.

- 1.1. After over 40 years' service in Local Government, and 6.5 years with the GMCA, on 16th October 2023 current GMCA & TfGM Chief Executive Officer (CEO), Eamonn Boylan, notified the GMCA of his intention to retire from May 2024.
- 1.2. As the Head of Paid Service, the CEO role is a statutory appointment under the provisions of Section 4 of the Local Government and Housing Act 1989.
- 1.3. The role has, since 2019, been that of a shared CEO for both GMCA and TfGM. This has brought benefit in respect of improved synergy and collaboration but has limited the time available to the postholder to provide strategic leadership. While the current arrangements have delivered benefit there is now an opportunity to consider a range of options for the future.

2. Options to consider for the future.

- 2.1. There is a clear statutory requirement for a Head of Paid Service, but it is for the CA to determine the scope of that role and the way in which the postholder discharges their responsibility. As stated, the CA determined in 2019 that the postholder would assume the joint role of CEO of both GMCA and TfGM on the departure of the previous CEO / Director General of TfGM. Prior to that there was insufficient clarity as to how lines of accountability were managed. The joint role resolved that issue.
- 2.2. With the planned departure of the current postholder there are, in essence, 3 options for the future namely:
 - a) Maintain status quo and seek a like for like replacement, providing direct leadership to both organisations.
 - This has the benefit of remaining cost neutral but may limit potential candidates who might be daunted by the complexity of the role.
 - b) Revert to pre 2019 position and seek to recruit 2 separate roles of CEO.
 - This will bring greater levels of professional capacity at a time when the business of both organisations is becoming much more complex in the light of Franchising and integration and a new strategic and fiscal relationship with Government, it would carry significant additional cost and run the risk of reintroducing lack of clarity about accountability as before.

c) Adopt a more hybrid approach with the creation of a genuine Group CEO role, supported by properly designated Managing Director roles in each of the constituent organisations with the responsibility for the management of leadership teams on a day-to-day basis.

- This option will carry cost in the form of augmentation of roles (primarily at the CA) but these would be insignificant compared to the cost of reinstating a full time CEO at TfGM
- A new Group CEO role could take a more strategic and outward facing approach to the further development of the GM agenda while ensuring clear lines of accountability for the operation of the business of both organisations.

2.3. Whichever option is preferred a key role for the postholder will be to work with both GMCA and TfGM to increase the level of integration of functions and activity between both organisations.

2.4 Due to the complex nature of the role, it is recommended that the Resources Committee agree to the appointment of an executive search partner to support the recruitment and selection process.

3. Appointment Panel

As defined in the GMCA constitution, Resources Committee have specific responsibility to: *“To establish at the appropriate time panels of members as a sub-committee to act as appointment panels for the appointment of the Head of Paid Service and Chief Officers of the GMCA.”*

Resources Committee are asked to confirm the members of the Appointment Panel to work with officers and the recruitment consultants to define the role, remuneration and recruitment timelines.

Greater Manchester Combined Authority

Resources committee

Date: 27th October 2023
Subject: GMFRS Heads of Service Roles - Regrading and creation of a new role
Report of: Ben Norman, Deputy Chief Fire Officer, GMFRS

Purpose of Report

To seek approval for the establishment of a newly created role of Head of Corporate Support reporting to the Director of Corporate Support in GMFRS and regrading of the four current Heads of Service within GMFRS, to an appropriate senior manager pay and grading structure.

Recommendations:

The GMCA Resources Committee is requested to:

1. Authorise the Chief Fire Officer to progress the establishment of a AHead of Corporate Support (Senior Pay Scale SM6) post. There is no current post holder and as such the role will need to be advertised.
2. Approve the regrade the Head of Protection and Building Safety from Band 11 plus 15.8% additional responsibility allowance to Senior Pay Scale SM5, backdated to 1st April 2023.
3. Approve the regrade the Head of Health, Safety and Organisational Learning from Band 11 to Senior Pay Scale SM6, backdated to 1st April 2023.
4. Approve the regrade the Head of Service Excellence from Band 11 to Senior Pay Scale SM6, backdated to 1st April 2023.
5. Approve the regrade the Head of Fleet and Technical Services from Band 11 to Senior Pay Scale SM6, backdated to 1st April 2023.

Contact Officers

Andrea Heffernan, Director of Corporate Support

andrea.heffernan@manchesterfire.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Risk Management

N/A

Legal Considerations

N/A

Financial Consequences – Revenue

See paragraph 3

Financial Consequences – Capital

N/A

Number of attachments to the report:

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

None

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

N/A

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

1. Background

- 1.1 Greater Manchester Fire and Rescue Service (GMFRS) is made up of operational and non-operational employees. There are currently four non-operational Heads of Service that cover a range of responsibilities and essential functions across the Service, including Protection and Building Safety; Health, Safety and Organisational Learning; Service Excellence and Fleet and Technical Services.
- 1.2 A recent review of the requirements of the roles found the job descriptions to be out of date, as additional duties and responsibilities had been included over time. In addition, the review found that a post of Head of Corporate Support was also required. All posts are part of the GMFRS Senior Leadership Team and support with shaping and guiding the Service.
- 1.3 The posts are integral to the Service and this exercise was felt to be critical in order to retain and attract valuable skills in a tight labour market.
- 1.4 A Job Description Questionnaire was completed for each role and job evaluated under the GMCA senior pay and grading structure against the LGA senior scheme and moderated externally.

2. Proposed Changes to the roles

2.1 Head of Protection and Building Safety

Rationale for regrading from a Band 11 (Plus 15.80%) £69,009 to SM5 £76,610.

The postholder has played an instrumental role in the GM High Rise & Building Safety Task Force since 2018, at both a strategic and operational level. The post holder has led GMFRS approach to regulating high rise buildings post Grenfell including developing approaches to enforcement and ensuring that key risk information is shared and available to firefighters and incident commanders.

The postholder has also led on GMFRS and co-ordinated pan-GM responses to various Government consultations including the Independent Review of Building Regulations and Fire Safety and Building a Safer Future Government Consultation.

2.2 Head of Health, Safety and Operational Learning

Rationale for regarding from Band 11 £59,593 to SM6 £67,249

The postholder is the 'Competent Person under Reg 7 of the Management of Health and Safety at Work Regulations for both GMCA and GMFRS. In addition, the post

holder is responsible for four specialist areas including Health and Safety, Fitness, Organisational Learning and Operational Assurance across GMCA. The overarching knowledge, training, skills and expertise required to be able to undertake this effectively is significant. The post holder is required to understand all elements of health and safety related legislation across multi-disciplinary teams within GMFRS and GMCA, there is also a requirement to understand and be aware of specialist fire related information an applicability which is different to any other sector or work.

The key outcomes of the role are to safeguard the workforce from the risk of injury and ill health, whilst providing assurances and processes to safeguard the corporate body from the risk of criminal prosecution for failure to comply with the requirements under Health and Safety Regulations, anything that would result in a significant or foreseeable injury, from civil action and financial and reputational detriment.

2.3 Head of Service Excellence

Rationale for regrading from Band 11 £59,593 to SM6 £67,249

The postholder leads on all aspects of the Service's Strategic Planning process to develop, deliver and report against the Annual Delivery Plan that supports the commitments set out in the Mayor's Fire Plan and effectively responds to the requirements of the National Framework and risks across Greater Manchester.

The postholder manages and coordinates five departmental functions within the Service Excellence directorate, setting strategic direction, regularly engages with senior leaders including responses to the Fire Minister on behalf of the CFO and Deputy Mayor.

2.4 Head of Fleet and Technical Service

Rationale for regrading from Band 11 £57,198 to SM6 £67,249

The postholder is the Service's most senior professional advisor on Fleet, Logistics and Technical Services and takes the lead role in ensuring that all fleet and equipment requirements are fit for the future.

The postholder ensures legislative compliance for the Service's fleet in accordance with the requirements of the Driver Vehicle Standards Agency, Driver Vehicle Licence Agency and the Health and Safety Executive by managing a large commercial fleet, including fleet and equipment compliance and maintenance

legislation. In particular specialising in the regulations governing Fire and Rescue Services fleet operations.

2.5 **Head of Corporate Support**

Responsibilities and rationale for the requirement for an additional role SM6 £67,249 to £75,389.

Additional responsibilities of the Director of Corporate Support covering Corporate Support functions and Fleet and Technical Services has meant that additional support is required. The funding for the Head of Corporate Support has been included within the GMFRS revenue budget at Band 11. This report seeks approval to establish the post at SM6 in recognition of the requirements of the role. The postholder will be part of the GMFRS Senior Leadership Team and will support with shaping and guiding the Service.

The postholder will provide strategic leadership to the Corporate Support Directorate overseeing a range of support services to the Fire and Rescue Service to ensure the delivery of the priorities in those areas as set out in the Fire Plan and the Annual Delivery Plan.

The postholder will provide strategic leadership to GMFRS around its revenue and capital budgets, overseeing delivery of investment within these areas as agreed in the Fire Plan and the Annual Delivery Plan, whilst also supporting the Director of Corporate Support and the wider GMFRS Service Leadership Team.

The post holder will provide strategic leadership for the client liaison function within the GMFRS Corporate Support Directorate, building effective relationships between GMFRS and corporate services provided by GMCA and work with key stakeholders to ensure the delivery of the priorities in those areas as set out in the Fire Plan and the Annual Delivery Plan. Specific areas of responsibility include Finance, Procurement, Estates, ICT, Information Governance and Communications.

Working with the Director of Corporate Support, the postholder will develop the GMFRS specific Corporate Support Strategies, with subsequent monitoring and review as required. The post holder will oversee delivery of relevant schemes in

support of the development of key GMFRS corporate priorities as captured in the Fire Plan and the Annual Delivery Plan.

3. Financial Implications

3.1 For information the relevant grades are illustrated below:

Grade 11		SM6		SM5	
48	£54,912.00	58	£67,249.00	63	£76,610.00
49	£56,042.00	59	£69,284.00	64	£78,645.00
50	£57,198.00	60	£71,319.00	65	£80,680.00
51	£58,383.00	61	£73,354.00	66	£82,715.00
52	£59,593.00	62	£75,389.00	67	£84,750.00

3.2 The cost of implementing the regrading of four posts is outlined below, the additional cost will be contained within existing budgets in 2023/24 and subsequently managed through future year's budget setting processes.

Current Band	New Proposed Band	Number	Cost of Migration including back pay to 1 st April 2023 to the end of financial year.
Scale 11 + 15.8%	SM5	1	£7,601
Scale 11	SM6	3	£25,363
Total cost (this is not inclusive of on costs)			£32,964
Oncosts (NI and pension)			£11,537
Total			£45,658

3.2 The creation of an additional role at SM6 is £67,249pa rising to £75,389pa over four years (not including on costs). A pay budget is already in place of £59,593pa and the

additional cost will be contained within existing budgets in 2023/24 and subsequently managed through future year's budget setting processes.

3.3 It is felt that backdating the regrading payment to 1st April 2023 is appropriate. The postholders have been undertaking work at this level for an extended period and backdating to 1st April 2023 provides recognition of this.

Greater Manchester Combined Authority

Resources Committee

Date: 27 October 2023

Subject: Re-evaluation of two GMCA Senior Posts

Report of: Andrew Lightfoot, Deputy Chief Executive, GMCA

Purpose of Report

Following structural changes, to seek approval for two posts to be established on the GMCA's Senior Pay scale;

- Head of Devolution Strategy & Government Engagement.
- Assistant Director Children and Young People – Reform .

Recommendations:

The GMCA is requested to:

1. Authorise the GMCA Chief Executive to progress the “Head of Devolution Strategy & Government Engagement” and the “Assistant Director, Children and Young People -Reform” to band SM6 of the senior pay-scale, backdated to July 2023 when the additional responsibilities were taken on and the re-evaluation process started.
2. Note that both posts have been re-evaluated in line with the LGA framework and that the outcome of that re-evaluation was that the posts should move from Grade 11 onto the Senior pay-scale (SM6).
3. Note that additional costs will be met from existing GMCA budgets as a result of vacancy management.

Contact Officers

John Wrathmell, john.wrathmell@greatermanchester-ca.gov.uk

Jane Forrest; Jane.Forrest@greatermanchester-ca.gov.uk

Mallicka Mandal, Mallicka.mandal@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Results of the [Sustainability Decision Support Tool](#) to be included here:

A [training video](#) is available on how to use the tool.

Risk Management

There are no risk management implications

Legal Considerations

There are no legal consideration

Financial Consequences – Revenue

See section 3

Financial Consequences – Capital

There are no capital financial consequences

Number of attachments to the report: None

Comments/recommendations from Overview & Scrutiny Committee

None

Background Papers

None

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

Role 1) Head of Devolution Strategy and Government Engagement.

- 1.1 Currently a Grade 11 within the Strategy team, the post led the GMCA negotiation of the Trailblazer Devolution Deal with central Government, and is also responsible for wider engagement with think-tanks, research institutes and other Mayoral Combined Authorities around devolution.
- 1.2 Since July 2023 the post has taken on additional responsibilities for Government Engagement and for the implementation of the Trailblazer Devolution Deal.

Proposed change to role

- 1.3 Following the departure of the Head of Public Affairs in July, that post has been disestablished in the Strategy Team, with the responsibilities divided between existing posts in the Team. This has included the Head of Devolution Strategy taking on responsibility for Government engagement as a whole, including providing support for engagement with Government Departments across the GMCA, and visits by Ministers and Senior Civil Servants.
- 1.4 Alongside these new responsibilities, the agreement of the Trailblazer Devolution Deal with Government in March 2023 has led to the setting up of an implementation process, agreed by Leaders and Chief Executives. This includes the co-ordination of activity across all 130 commitments in the Deal, reported back to Leaders and Chief Executives, and leading the negotiation of the Single Settlement with HM Treasury and the Department for Levelling Up ahead of the next Spending Review. The additional resources agreed for the implementation of the Deal included two new Principal posts, working to the Head of Devolution Strategy.
- 1.5 These new responsibilities led to the Head of the Devolution Strategy post being re-evaluated in line with the LGA framework. The outcome of that re-evaluation was that the post should move from Grade 11 onto the Senior pay-scale (SM6).

2 Role 2) Assistant Director Children and Young People – Reform

2.1 Currently a Grade 11, within the Public Service Reform (PSR) Directorate the post has grown significantly in recent years aligned to the GM Children & Young People's (CYP) policy area and associated programme at a local and national level. Working in collaboration with GM Directors of Childrens Services and senior leaders from GM NHS Integrated Care, the CYP Strategic Lead role has played an important role in developing a GM wide transformation programme for children and young people across an agreed set of priorities.

2.2 Over the past two years, the level of responsibility of the CYP Strategic Lead role has incrementally increased, including taking a lead on Government engagement for this area and providing support for engagement with Government Departments with GM Local Authorities and leaders. This has resulted in securing Government funding including the agreement for GM level delivery of the Supporting Families programme (which has led to greater certainty of funding for GM LAs), the DfE agreement in 2018 for an allocation of funding to support GM children's transformation programme that has laid the foundations for the strong programme we have today, and more recently DfE funding for a Fostering Programme.

Proposed change to role

2.3 The post will continue to play a central role in forthcoming funding bids to government for GM to be a pathfinder area testing the Children's Social Care reforms, where GM is well positioned to secure additional funding. This will see the current post holder responsible for a multi-million-pound budget.

2.4 Alongside an increased scale and profile for the CYP programme in Greater Manchester, the responsibility of the strategic lead role within the Public Service Reform team has also increased, having originally been recruited to provide a strategic co-ordination role across the Supporting Families programme but now having responsibility for system leadership and resources across a much wider range of GM CYP priority areas, including Looked After Children and care Leavers, fostering, early help & early years, the GM Safeguarding Alliance and CYP voice, SEND and Commissioning.

2.5 The role now has seven direct reports including directing aspects of GMCA research team workplan.

2.6 In addition to leading and managing the CYP programme team the strategic lead post plays a critical role in supporting the governance around the CYP portfolio and has a central role in directing the agendas of both the GM Children's Board, GM DCS meeting and other key groups responsible for directing the CYP work in Greater Manchester. The post also plays an important role in supporting the role of the mayor, lead politician and lead chief executive for children and young people portfolio. The post holder has a strategic role in supporting and advising the GM group of DCS's.

2.7 Uplifting the CYP Strategic Lead post to Assistant Director will bring the responsibilities in line with other roles within the wider organisation. It will establish appropriate leadership for a policy area that will continue to grow over the next few years which will see real benefit to GM Local Authorities in terms of investment and support from high quality programme resources.

2.8 These new responsibilities led to the Strategic Lead CYP post being re-evaluated in line with the LGA framework. The outcome of that re-evaluation was that the post should move from Grade 11 onto the Senior pay-scale (SM6)

3 Financial Implications

Additional costs for both posts will be met from within existing GMCA pay budgets through a vacancy management and recharge to appropriate external grants and programmes.

Annex A – Role Profiles

Job Title:	Head of Devolution Strategy and Government Engagement	Date:	June 2023
Reporting Line:	Director of Strategy, Research & Economy	Salary:	
Team:	Strategy	Business Area:	Research and Strategy

JOB PURPOSE

This is a leadership position within the Greater Manchester Combined Authority, with responsibility for the development, implementation and coordination of the Combined Authority’s strategy for devolution, working across all parts of the CA and with wider GM organisations.

Reporting to the Director of Strategy, Research & Economy, the role holder will play a pivotal part in supporting the Mayor and other Senior Leaders in delivering their portfolio responsibilities and wider roles for the GMCA.

This is a high profile and demanding role which will see the post-holder working closely with the political and officer leadership of the Combined Authority.

KEY RELATIONSHIPS

- Membership of Extended Leadership Team (ELT)
- Relationship with Senior Leadership Team (SLT) and their directorates
- Mayor and Deputy Mayor of Greater Manchester and other GMCA portfolio holders where necessary
- GM Local Authorities
- Chief Executive of the GMCA
- Deputy Chief Executive of the GMCA
- Executive Director of Policy and Strategy
- Communications team
- Transport for Greater Manchester
- GM Health & Care Partnership
- VCSE sector in GM

KEY RESPONSIBILITIES

Jointly Leading the GMCA's Strategy Team

Leading and managing the Strategy Team in the GMCA, along with the two other Heads of Service in the team. Responsibilities include:

- Joining up the GMCA's through the Team's core role in providing the strategic direction and joining up across the GMCA and wider GM system;
- Integrating activity across the wide span of the team's responsibilities;
- Providing both direct management of staff in the branch, and indirect management of staff across the team so that they are working in a joined up and effective way.

Lead devolution negotiation and implementation

- Lead the negotiation of any future Devolution Deals (or similar arrangements) with the UK Government, coordinating the wider GM system, working directly to the Mayor, Leaders and Senior Officers and representing the city-region (including, where necessary, in place of the Chief Executive) in negotiations with UK Government officials.
- Oversee an implementation programme to ensure Devolution Deals (or similar arrangements) are successfully implemented, including project management and budget oversight of the process – escalating issues to UKG officials where needed, considering organisational implications (capability and capacity) of implementation and ensuring senior politicians and officials are briefed on progress.
- Lead GMCA response to strategic or cross-cutting devolution proposals (such as the Single Settlement)

Lead the development of GM's future devolution strategy

- Provide direct leadership and management to the Devolution Strategy and Implementation sub-branch of the GMCA Strategy Team.
- Identify and deliver the key policy priorities of the CA across the range of functions, with a particular responsibility for leading Greater Manchester's thinking about the future of devolution in the city-region
- Represent the CA at a senior level locally, sub regionally, regionally and nationally on the devolution agenda - including in conversations with Government, in order to ensure the aims of the Greater Manchester Strategy are achieved and at all times act as an ambassador for GM as a whole.
- Continually monitor how GM's powers and resources are making a difference for GM residents identify opportunities to push the agenda

further, and help ensure that GM makes the most of the autonomy and flexibility we have secured through devolution.

- Continually identify the key challenges and opportunities for GM across the devolution agenda; including from Government policies and announcements, the work of other Mayoral Combined Authorities and similar institutions nationally and internationally, and the policy and academic literature (inc. academics and thinktanks).
- Keep GM at the forefront of developments in the devolution agenda, developing and maintaining strategic relationships with other cities, Government Departments, national organisations and think tanks (inc. a particular focus on leading GM's engagement with the M10, Convention of the North and various strategic groups mediating between local and central Government);
- Support the GM Mayor and GMCA Chief Executive in their engagement with the M10 network, including deputizing where necessary.

Leading Greater Manchester Combined Authority's collective engagement with Government

- Provide direct leadership and management to the Government Engagement sub-branch which both delivers direct work and provides 'coaching' support to the wider GM system to support policy teams to advance their agendas through engagement with Government.
- Lead the co-ordination across policy directorates, politicians, partner organisations and local authorities across GM to engage with the Government – both officials and Ministers.
- Identify opportunities to engage strategically with Government to advance key city-region priorities or interests – including through Ministerial or official visits, bilateral meetings, and more informal engagement.
- Provide a specific lead to the coordination and submission of materials in response to key Government fiscal events such as Budgets and Spending Reviews.
- Lead the Strategy Team's involvement in the design and delivery of other cross-cutting programmes or initiatives delivered in partnership with Central Government (such as Investment Zones).

NB: This list of duties and responsibilities is by no means exhaustive, and the post holder may be required to undertake other relevant and appropriate duties as require

KNOWLEDGE, SKILLS AND EXPERIENCE

Knowledge & Experience

- Post graduate or equivalent qualification, or significant experience in a relevant discipline
- Extensive knowledge of the local, national and international evidence and practice on devolution
- Extensive knowledge of the political and business environment of the GMCA and GM more widely
- Extensive knowledge of the political environment of the UK, particularly around devolution and the relationship between central and local government
- Experience of policy and strategy development and implementation at a national and/or local level
- Experience of delivering successful programmes
- Experience of working in a complex political, high-profile organisation at senior level and advising senior leadership and political leaders

Skills & Behaviours

- Ability to build and maintain effective relationships at senior levels within the GMCA, with other public bodies and key institutions in the city region, and with businesses, trade unions and campaign groups.
- Excellent writing, presentation and planning skills, ability to interpret complex information quickly and effectively for differing audiences and purposes
- Excellent analytical, research and policy development skills
- Ability to prioritise effectively across a wide range of activities and react quickly effectively under time pressure
- Able to manage conflicting demands and juggle complex and high profile stakeholders effectively
- Self-motivated and able to deal with a demanding workload and deliver consistently to deadlines
- Ability to work flexibly and creatively as part of an effective team, building and maintaining positive relationships with colleagues
- Commitment to high standards of public service
- Requirement to travel to attend meetings and events, which may require overnight stay
- Requirement to work flexibly and respond to urgent demands outside core office hours

Corporate Duties

-
- Avoid any behaviour which discriminates against your fellow employees, or potential employees on the grounds of their sex, sexual orientation, marital status, race, religion, creed, colour, nationality, ethnic origin or disability.
-

Safeguard at all times confidentiality of information relating to staff and pensioners.

Refrain from smoking in any areas of Service premises.

Behave in a manner that ensures the security of property and resources.

Abide by all relevant Service Policies and Procedures.

Records Management/ Data Protection - As an employee of the GMCA, you have a legal responsibility for all records (including employee health, financial, personal and administrative) that you gather or use as part of your work with the Service. The records may be paper, electronic, audio or videotapes. You must consult your manager if you have any doubt as to the correct management of the records with which you work.

Confidentiality and Information Security - As a GMCA employee you are required to uphold the confidentiality of all records held by the GMCA, whether employee records or GMCA information. This duty lasts indefinitely and will continue after you leave the GMCA employment. All employees must maintain confidentiality and abide by the Data Protection Act.

Data Quality - All staff are personally responsible for the quality of data entered by themselves, or on their behalf, on GMCAs computerised systems or manual records (paper records) and must ensure that such data is entered accurately and, in a timely manner, to ensure high standards of data quality in accordance with Departmental protocols.

To ensure data is handled in a secure manner protecting the confidentiality of any personal data held in meeting the requirements of the Data Protection Act.

Health and Safety - All employees of GMCA have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to co-operate with management to enable GMCA to meet its own legal duties and to report any circumstances that may compromise the health, safety and welfare of those affected by the Service's undertakings.

Service Policies - All GMCA employees must observe and adhere to the provisions outlined in these policies.

Equal Opportunities - GMCA provides a range of services and employment opportunities for a diverse population. As a GMCA employee you are expected to treat all employees / partners / members of the public and work colleagues with dignity and respect irrespective of their background

Assistant Director Public Service Reform

Job Title:	Assistant Director Children and Young People - Reform	Date:	June 2023
Reporting Line:	Director, Public Service Reform	Salary:	SM6
Team:	Children and Young People	Business Area:	Public Service Reform

JOB PURPOSE

This is a leadership position within the Greater Manchester Combined Authority, with responsibility for the Greater Manchester Children & Young People’s programme.

Working across GMCA and with the 10 local Greater Manchester Directors of Childrens Services, GM Integrated Care System, Greater Manchester Police and other partner organisations the post-holder will lead a multi-skilled programme team delivering a range of projects designed to improve outcomes for children & young people within the city-region and deliver on the ambitions of the Greater Manchester Strategy.

The role will provide strategic support on issues relating to the children & young people policy area including acting as a main contact for central government, lead members and senior officers in GM.

The post holder will play a central role in facilitating the governance and programme infrastructure that sits around the Children & Young people’s programme including the GM Children’s Board and GM Director of Children’s Services meetings.

Located within the GM Public Service Reform team the post holder will work with Local Authorities and partners to develop innovative solutions to some of the biggest challenges facing children's services departments whilst promoting the ambitions of public service reform in Greater Manchester.

KEY RELATIONSHIPS

- Membership of Extended Leadership Team (ELT)
- Relationship with Senior Leadership Team (SLT) and their directorates
- Mayor and Deputy Mayor of Greater Manchester
- GM Elected Members for Children and Young People Service and other GMCA portfolio holders where necessary
- GM Local Authorities
- Political Leader with responsibility for Children & Young People
- Chief Executive with responsibility for Children & Young People
- Deputy Chief Executive of the GMCA
- GM Directors of Children Services
- GM Health & Care Partnership
- Greater Manchester Police
- VCSE sector in GM
- Central Government Departments
- GM Youth Combined Authority and other youth voice groups within GM

KEY RESPONSIBILITIES

Strategic Leadership

- Provide strategic leadership to the organisation in respect of the children & young people related policy area.
- Develop a strong, influential collective voice across Greater Manchester and nationally around children & young people.
- Proactively identify connections and joint opportunities with other policy areas and programmes of work across the organisation and other partners with regards to the children & young people policy area.

Programme Leadership

- Lead the GM Children & Young People's programme at GMCA including line management of programme management resources within the team.
- Maintaining effective management, oversight and delivery of outcomes for programmes relating to the GM Children & Young people programme.

- Regularly produce high-quality progress reports for relevant board meetings and committees.
- Support the Greater Manchester governance structures that exist around the Children & Young People's programme area agenda setting for the GM Children's Board and GM DCS meeting.
- Responsible for managing budgets relating to projects within the GM Children & Young People's programme.

Policy Support

- Directly support the role of the political lead and lead Chief Executive with responsibility for children and young people in addition to the GM lead DCS role.
- Support the role of the GM Mayor around the children & young people related policy area.
- Act as a main contact for central Government departments on behalf of GMCA and the ten GM Local Authorities for policy issues relating to children & young people.
- Respond to funding and bidding opportunities to maximise resourcing and other investment that can be deployed to contribute towards GM's reform ambitions.

Public Service Reform and System Redesign

- Work with the ten Directors of Children's Services and partners to identify solutions to tackling some of the biggest challenges facing children's services departments with an emphasis on innovative solutions and GM wide collaboration.
- Provide strategic and tactical advice on system redesign and public service reform to senior stakeholders working in children's services departments within GM.
- Contribute to the ongoing identification of devolution opportunities and levers for change associated with reform.

NB: This list of duties and responsibilities is by no means exhaustive, and the post holder may be required to undertake other relevant and appropriate duties as required.

KNOWLEDGE, SKILLS AND EXPERIENCE

Knowledge and Experience

- Educated to degree level or with a relevant professional qualification, with evidence of

continued professional development.

- Knowledge of NHS, Local Government, Greater Manchester, Public Service Reform and the current/emerging issues facing the public sector.
- Knowledge of the national context for public services and devolution and the regional & local policy implications.
- Knowledge of programme and project methodologies and the proven ability to manage projects and programmes.
- Experience of working within a political environment providing balanced advice, inspiring trust and confidence on strategic and operational matters.
- Evidence of working effectively and collaboratively with a diverse range of professionals and partners, across organisational boundaries, with a proven track record of delivering change and improvement.
- A proven track record of working at a senior level, demonstrating organisational culture, values and behaviours in leadership approach.
- Understanding of the national and local political contexts and experience of analysis and providing appropriate advice to a complex range of stakeholders.
- Evidence of leading innovative transformational change that delivers improved outcomes.
- Demonstrable understanding of the Greater Manchester city-region, its strengths and challenges.
- Experience of managing complex budgets with multiple revenue streams

Skills and Behaviours

- Ability to build and maintain effective relationships across different sectors – and handle significant challenge while protecting the professional relationships
- Significant powers of persuasion and willingness to appropriately challenge senior leaders where appropriate
- Excellent writing and planning skills and ability to interpret complex information quickly and effectively for differing audiences and purposes
- Proven analytical and problem-solving capabilities
- Skilled in the application of core project, programme and portfolio management approaches with an understanding of the appropriate applications in different contexts.
- Proven ability of leading teams with relevant specialisms in a large and complex organisation
- Ability to understand and synthesise new policy areas at pace and to identify immediate strategic opportunities and challenges.
- Able to rapidly understand new policy areas and get to grips with the delivery and management issues and requirements.

- Understanding of evaluation methodologies and an ability to use evidence to guide decision making for future activity.
- Ability to manage and maintain a multi-priority workload
- Creative, resourceful and able to react quickly and act effectively under pressure
- Able to manage conflicting demands and juggle complex and high profile stakeholders effectively
- Self-motivated and able to deal with a demanding workload and deliver consistently to deadlines
- Ability to work flexibly and creatively as part of an effective team, building and maintaining positive relationships with colleagues
- Commitment to high standards of customer care and public service
- Commitment to collaborative and partnership working

FOR POLITICALLY RESTRICTED POSTS:

This post is a politically restricted post, as defined by the Local Government and Housing Act 1989 (as amended by Section 30 of the Local Democracy, Economic Development and Construction Act 2009) on one of the following grounds:

- the post is that of a Chief Officer or Deputy Chief Officer or
- the post has delegated powers to discharge the functions of the Authority; or
- the duties associated with the post include giving advice on a regular basis to the Authority, to Committees or Sub-Committees of the Authority (including member panels, Sub-Committees etc.) or to joint committees on which the Authority is represented or give advice to Executive Members, Committees or speak to the media.

The post holder has a right to appeal to the GMCA Chief Executive against the classification of their post as politically restricted.

Corporate Duties

- Avoid any behaviour which discriminates against your fellow employees, or potential employees on the grounds of their sex, sexual orientation, marital status, race, religion, creed, colour, nationality, ethnic origin or disability.
-

Safeguard at all times confidentiality of information relating to staff and pensioners.

Refrain from smoking in any areas of Service premises.

Behave in a manner that ensures the security of property and resources.

Abide by all relevant Service Policies and Procedures.

Records Management/ Data Protection - As an employee of the GMCA, you have a legal responsibility for all records (including employee health, financial, personal and administrative) that you gather or use as part of your work with the Service. The records may be paper, electronic, audio or videotapes. You must consult your manager if you have any doubt as to the correct management of the records with which you work.

Confidentiality and Information Security - As a GMCA employee you are required to uphold the confidentiality of all records held by the GMCA, whether employee records or GMCA information. This duty lasts indefinitely and will continue after you leave the GMCA employment. All employees must maintain confidentiality and abide by the Data Protection Act.

Data Quality - All staff are personally responsible for the quality of data entered by themselves, or on their behalf, on GMCAs computerised systems or manual records (paper records) and must ensure that such data is entered accurately and, in a timely manner, to ensure high standards of data quality in accordance with Departmental protocols. To ensure data is handled in a secure manner protecting the confidentiality of any personal data held in meeting the requirements of the Data Protection Act.

Health and Safety - All employees of GMCA have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to co-operate with management to enable GMCA to meet its own legal duties and to report any circumstances that may compromise the health, safety and welfare of those affected by the Service's undertakings.

Service Policies - All GMCA employees must observe and adhere to the provisions outlined in these policies.

Equal Opportunities - GMCA provides a range of services and employment opportunities for a diverse population. As a GMCA employee you are expected to treat all employees / partners / members of the public and work colleagues with dignity and respect irrespective of their background

Greater Manchester Combined Authority

Resources Committee

Date: 27th October 2023

Subject: Six month progress update on the 2023/24 GMCA Business Plan

Report of: Eamonn Boylan, Portfolio Lead Chief Executive for Policy & Strategy

Purpose of Report

To provide members with an update on the delivery of the 2023/24 GMCA Business Plan.

Recommendations:

The GM Resources Committee is requested to:

Note the progress on delivery of the 23/24 Business Plan, and review and comment on the proposed approach to oversee its ongoing delivery, as well as the development of the 24/25 Business Plan.

Contact Officers

Andrew Lightfoot, Deputy Chief Executive, GMCA, andrew.lightfoot@greatermanchester-ca.gov.uk

Simon Nokes, Executive Director, GMCA, simon.nokes@greatermanchester-ca.gov.uk

Amy Foots, Head of Implementation, GMCA, amy.foots@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Due to the level of detail contained in the plan regarding the specific activities to be delivered it is not possible to complete an overall impact assessment of the business plan and its delivery at this stage.

A review of the business plan actions has been undertaken and confirmed that each programme of work will be subject to its own individual impact assessment that will be conducted at an appropriate point in its delivery cycle. Work has been undertaken to identify those actions in the business plan most likely to have a direct impact on GM's strategic objectives, and these work programmes will be prioritised for enhanced monitoring and assessment throughout development and delivery phases.

Risk Management

No specific risks arising from the paper. To note the business plan sets out how GMCA manages risks via the risk management framework. It has mechanisms in place to escalate risks from GMCA directorates and projects to the GMCA Corporate risk register, providing an overarching view of our risk landscape, which helps us focus on how more significant risks can be mitigated.

Legal Considerations

All legal implications have been considered for individual activities and programmes set out in the Business Plan.

Financial Consequences – Revenue

The activities and programmes set out in the Business Plan are accounted for in the GMCA budgets for 2023/24 approved by the GMCA in February 2023. There is a 2023/24 revenue budget of £800m for the areas covered in this business plan.

Financial Consequences – Capital

The activities and programmes set out in the Business Plan are accounted for in the GMCA budgets for 2023/24 approved by the GMCA in February 2023.

Number of attachments to the report: 2

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

2023/24 GMCA Business Plan [GMCA Part A Report Template \(greatermanchester-ca.gov.uk\)](https://www.greatermanchester-ca.gov.uk)

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution?

No

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

1. Introduction/Background

1.1 The annual [GMCA Business Plan 2023/24](#) was approved by the Resources Committee in May 2023. It sets out the key activities that GMCA will deliver for the people and places of Greater Manchester over the next 12 months.

1.2 This six month progress report sets out the approach that has been agreed to support delivery of the Business Plan and wider organisational development. It also provides a progress update on the delivery of the whole organisation commitments set out in the Business Plan as well as some of the key deliverables cited in the Plan.

2. Delivery of the 2023/24 Business Plan

2.1 Following the adoption and launch of the 2023/24 Business Plan it was agreed that there was an ongoing role for the Business Plan working group, with representation for every Directorate, to support delivery of the Plan and wider organisational development.

2.2 GMCA is committed to expanding and developing leadership across the organisation. The Extended Leadership Network (ELN) draws its membership from across the business, and includes Senior Leadership Team, Assistant Directorates and Heads of Services. This network exists to shape and support organisational delivery, acts as a key communication mechanism for effective management of the business and supports greater cross-directorate collaboration in the design and delivery of our activities.

2.3 The whole ELN meets monthly at ELN Connect meetings, with a sub-set of this group also meeting monthly as the ELN Hub. This was developed to drive the 'behind the scenes' coordination and development of ELN activities and developed at a time when there was no similar all directorate representative forum considering corporate issues and seeking to facilitate greater coordination and visibility of activities across the organisation. The ELN Hub has a representative from each Directorate and has responsibility for the development and oversight of delivery of the Business Plan.

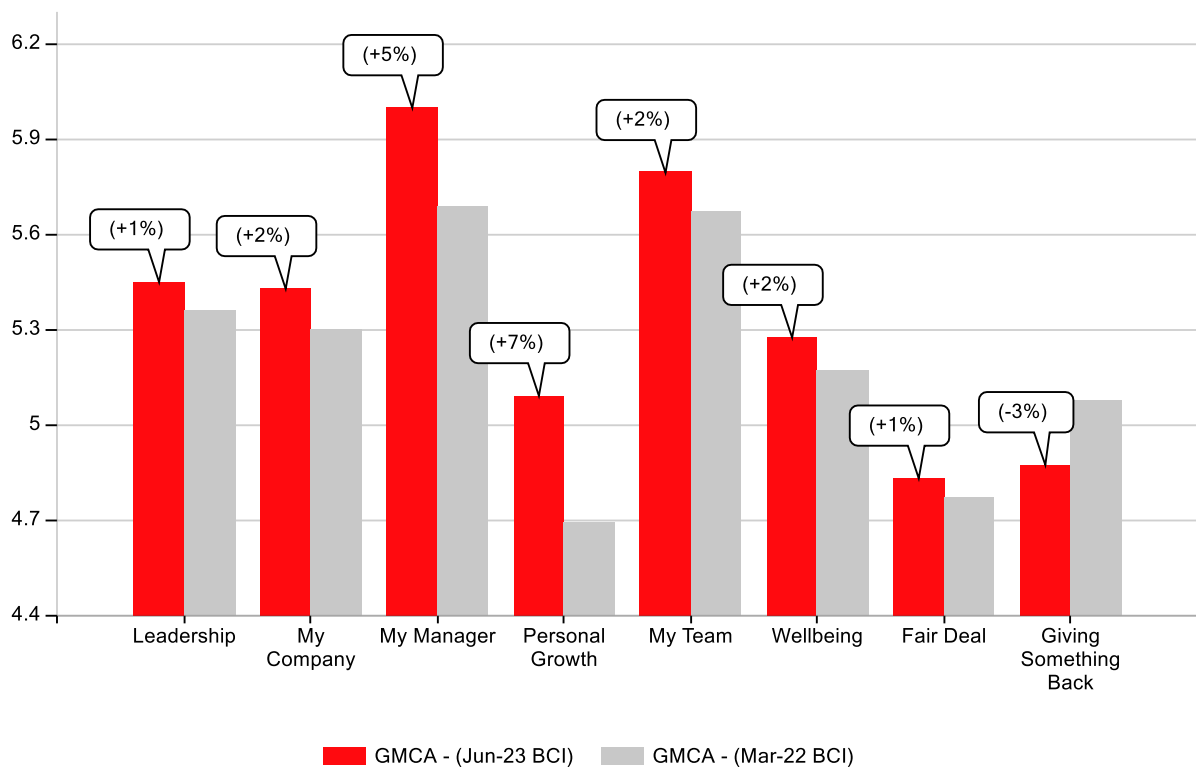
2.4 The ELN Hub's role and purpose is set out in full in the group's Terms of Reference but broadly comprises:

- Managing and co-ordinating the wider Extended Leadership Network
- Leading cross-team / organisation-wide collaboration opportunities
- Monitoring delivery of current business plan priorities and objectives
- Developing and launching future business plans

3. Progress against whole organisation commitments

3.1 The organisation has made real progress over the last six months and has been responsive to feedback from staff as it has sought to progress the commitments made in the Business Plan.

3.2 This year's b-Heard survey results show that overall, staff feel more positive across the eight factors of engagement than they did in 2022 (see chart below). This uplift in scores is encouraging and perhaps reflect the positive changes that the organisation has made over the last year in response to last year's survey findings, for example with the all staff away day, the development of the People Strategy and launch of the Learning and Development Framework.



3.3 Over the last few months, the ELN Hub has undertaken work to identify some areas of activity, which can be prioritised for further development and delivery of whole

organisation activities. This has drawn on the 2023-24 business plan commitments; the latest b-Heard survey results; and a review of the corporate risk register.

3.4 Three areas have been selected for initial development and task and finish groups are being established for each to review the issues and develop responsive actions. Staff from across all directorates, grades and roles have signed up to be involved and for each group, a Chair will be identified. The three task and finish groups will be as follows (provisional titles):

- Task and finish group 1: An organisation that maximises the talent it has and provides a range of learning and development opportunities
- Task and finish group 2: Prioritising the well-being of our people so that they are happy, healthy and strong in the workplace
- Task and finish group 3: Strong, visible and influential leadership in the environmental sustainability agenda

3.5 The task and finish groups will work with any existing activity in that area, review the scope of current activity and determine the role and remit for any further work required to progress that priority. The task and finish groups will also work to produce tangible outputs which will be able to be seen / felt across GMCA over the coming months.

3.6 Additional to these three priority areas, whole organisation activity will be developed, considering the organisational implications and wider system working associated with the implementation of the latest devolution deal and single settlement agreements.

3.7 These developments will also be highlighted to the Local Government Association (LGA) Peer Review Team, who will return to GMCA on Monday 6th November for a progress visit. The actions agreed in response to the LGA report were embedded in the Business Plan and this visit will provide opportunity to discuss organisational progress on the recommendations made by the review team in November last year and to discuss developments since their original visit.

4. Progress against key deliverables in Q1 2023/24

4.1 The Business Plan highlighted some examples of key deliverables that had organisational wide impact and overall performance here is positive. Whilst progress

data is not yet available for all, a number of positive steps have been made towards the achievement of the overall targets, including:

Directorate progress:

- Work to refresh the Five Year Environment Plan has begun with a number of listening events held in Q1 23/24 and drafting due to begin in the next quarter, along with the 6th annual GM Green Summit held in October.
- Work is also underway to develop a Local Nature Recovery Strategy, following the confirmation of around quarter of a million pounds of funding from national government
- On rough sleeping, delivery arrangements for capital schemes have now been confirmed and a £2m investment has been secured from the integrated care board, helping to maintain efforts to ensure a continued year on year reduction in rough sleeping.
- A consultation has been delivered to inform our refreshed Age Friendly Strategy for 2023-33, to provide an updated picture and response to the experiences of older people in Greater Manchester.
- In place, the current phase of the examination in public consultation on our Places for Everyone plan has completed. We have now had confirmed from the examiners how the plan will progress with further consultation over the autumn working towards full adoption early next year
- Discussions are continuing at pace with government around the detail of the trailblazer devolution deal and development of implementation plans.
- Plans for the new MBacc technical education qualification have been set out – supporting the business plan goal of implementing an Integrated Technical Education city-region in Greater Manchester
- The refreshed digital blueprint has now been unveiled – this sets out a vision for digitally enabling a greener, fairer, more prosperous city region for everyone
- Delivery of the digital programme of work has begun. This includes work to improve digital inclusion, with the opening of the 139th Data Bank in GM and a total of 23,842 free data SIM cards distributed. It also includes work to tackle the digital skills shortfall, with 575 people having attended digital skills bootcamps by the end of Q1 23/24.

- Significant engagement activities with partners and planning underway for the potential implications of the planned national resources and waste strategy, who could be impacted by any changes to the Government's preferred model of waste collection.
- The latest data continues to show the percentage of household waste diverted from landfill is above target (98.5%, target 95%).
- For Police, Crime and Fire – we have started consulting on our new Greater Manchester violence reduction strategy, asking people about violence and the impacts it may have had on them. And our Fire Cover Review has been looking at how, with no additional money coming into the service, it can use its resources most efficiently and effectively to keep residents and communities safe.

Corporate progress:

- Staff engagement activities – improvements in overall bHeard results and pulse surveys. Quarterly staff videos delivered by the Executive Director are providing staff updates on business plan delivery progress and organisational developments. A planned programme of engagement due to start again in November for staff feedback to shape and inform the 24/25 business plan development.
- Development of GMCA performance management framework to provide approach and oversight, relevant to the specific information being monitored and the relevant governance arrangement for the oversight of progress (annexed).
- In the first quarter of the year staff sickness for GMCA 'core' continued to be low, at 1.8%, down from 2.2% in the previous quarter.
- For GMCA 'core' staff 83.3% of personal reflective appraisals were completed in the allocated time period, and 88.4% of GMFRS workforce appraisals completed.

Awards:

- EDI team has been shortlisted for Inclusive Awards (winners to be announced 5th December)
- GMCA led 'Get Online Greater Manchester: for care leavers' won the Community Improvement Award at the Connected Britain Awards

- Head of GM Ageing Hub won the British Society of Gerontology's Outstanding Achievement Award
- Rainbow Staff Network, operating across GMCA and GMFRS won Stonewall's Network Group of the Year, against a strong field of more than 900 other organisations and teams
- Establishment of GMCA women's network and first meeting held

4.2 Progress against key deliverables will continue to be monitored on a quarterly basis throughout the remainder of the year. SLT also receive quarterly updates on directorate performance and corporate health metrics, with any remedial actions identified then actioned by the relevant Directorate.

5. Process for developing 2024/25 Business Plan

5.1 The development of the 2024/24 Business Plan will commence in the coming months. As part of this, we will seek to build on the progress made last year, ensuring that staff are fully engaged in the Business Plan process, the development of priorities (building on existing Business Plan and successes within the year) and development of directorate plans.

5.2 The broad timescales for this are as follows:

- October - development of timeline / early thinking
- Nov / Dec – Directorate engagement
- Jan / Feb – Business Plan drafting and development of Directorate Plans
- March - all Staff Away Day and finalisation of Business Plan
- 1st April – Business Plan in place (agreed by Resources Committee)

6. Recommendations

6.1 Recommendations appear at the front of this report.

Annex

GMCA Performance Management Framework

Performance is managed via a series of formal and informal arrangements across the GMCA directorates, relevant to the specific information being monitored and the relevant governance arrangement for the oversight of progress. Work is underway to consolidate and ensure ease of access to existing performance dashboards and data sources which are used across a range of portfolio performance monitoring.

The below sets out the various tiers and arrangements in place for the management of performance across GMCA.

Included at the annex is a diagram of structures of portfolio governance.

Page 46

Document	Role & purpose	Performance management arrangements	Dissemination / actions taken
Directorate led performance management	Arrangements in place across each Directorate which maintain oversight of performance reported to different audiences / governance	<ul style="list-style-type: none"> Day to day project and delivery management undertaken within Directorates (activities contained within the annual Directorate Plan) Formal monitoring and reporting arrangements in line with any required government grant conditions Thematic portfolio management of performance reported to Portfolio Leader and Chief Executive Overall programme performance managed via thematic 	<ul style="list-style-type: none"> Formal reporting as required to the various reporting structures (as below) Day to day management of activity and progress managed within Directorates Returns to government for grant funding

		governance structures and GMCA Board and feeds into overarching GMS reporting	
GMCA Directorate Performance & Corporate Health Metrics	<p>Performance report capturing corporate health metrics and update on Business Plan delivery.</p> <p>The report provides assurance at a corporate level and supports cross-directorate working; visibility for other directors of key development; and, enabling discussion of where other directorates can support achievement of targets / ambitions.</p>	<ul style="list-style-type: none"> • The quarterly report provides SLT with oversight of corporate health measures and provides an update against the key deliverables captured in the Business Plan. • The performance report is provided to SLT prior to the meeting for review and preparation of any questions or comments on the content. • Quarterly a dedicated SLT session is held, where each Director presents the information for their area, highlighting notable exceptions and as appropriate remedial / corrective actions to be taken. SLT members can offer support, challenge and note progress during the performance review meetings. 	<ul style="list-style-type: none"> • Progress reports are produced and shared with SLT members • Actions arising from the review meetings are noted and taken forward via the relevant SLT member(s)
GMCA Business Plan	<p>Annual plan setting out achievements and key activities to be delivered in the coming year set under the organisations mission, values and organisational objectives. The Business Plan also details resourcing for the year</p>	<ul style="list-style-type: none"> • The Annual Business Plan is agreed by GMCA Resources Committee • Progress against the key actions included in the Business Plan is provided in the quarterly Directorate Performance & Corporate Health Metrics report produced for SLT. This will include where actions are on track, exceeding or 	<ul style="list-style-type: none"> • Business Plan published on GMCA staff intranet InsideGMCA (gmfs.local)

	<p>ahead, financial management arrangements (which include the Single Pot Assurance Framework), and risk management.</p> <p>The Business Plan sets headline activities to be taken by Directorates and alignment to the four organisational objectives.</p> <p>Detailed Directorate Delivery Plans are annexed to the Business Plan.</p>	<p>underperforming, with any relevant explanation provided.</p> <ul style="list-style-type: none"> • Timing of the production of the Business Plan has been aligned with the wider corporate budget processes. The detail of activity captured in the Business and Directorate Plans is often dependent on financial decisions taken by GMCA in February of each year. • Progress on delivery will be reported to the Resources Committee at six months. 	
GMCA Corporate Plan	<p>Three year (2022-2025) externally facing document, summarising information on the role and structure of GMCA and highlights key activities and achievements.</p> <p>The Corporate Plan states the organisation's mission, values and corporate objectives. N.B. Correct at time of writing, but elements updated as part of development of 23/24 business plan</p>	<ul style="list-style-type: none"> • No formal monitoring of the Corporate Plan is undertaken, instead a detailed annual Business Plan is produced which sets out the specifics to be delivered and monitored in the current financial year. • The Corporate Plan was agreed by GMCA Board 	<ul style="list-style-type: none"> • Corporate Plan published on GMCA website and available on GMCA staff intranet Who We Are - Greater Manchester Combined Authority (greatermanchester-ca.gov.uk)

<p>Greater Manchester Strategy</p>	<p>Overarching strategic document for whole of GM system. GMCA is a stakeholder / contributor to the GMS, not solely responsible for performance and progress against outcomes, commitments and targets</p>	<ul style="list-style-type: none"> • Six monthly progress report, compiled from inputs across the GM system (public, private and VCSE sectors). • Progress report includes updates and commentary on targets and performance metrics, and includes narrative update on collective actions taken in support of achieving GMS ambitions. • GMCA officers as convenors of GM stakeholder groups established under thematic portfolio governance input into the GMS progress report. • The draft progress report is discussed and agreed (subject to comments) by the GMCA Board, the Local Enterprise Partnership and GMCA Overview & Scrutiny Committee 	<ul style="list-style-type: none"> • The progress report is published on GMCA website as part of O&S, LEP and GMCA Board paper publishing. Committees - Greater Manchester Combined Authority (greatermanchester-ca.gov.uk) • Actions arising are taken forward by the relevant GMCA team or system organisation / group. • The performance dashboards which underpin the GMS performance framework are publicly available. Workbook: GMSREFRESHLANDINGPAGE - January 2023 (gmttableau.nhs.uk) • Supporting information and strategies for the GMS are publicly available. About Greater Manchester • GM residents survey undertaken to provide progress information for some of GMS metrics. This information also used to inform GMCA VFM self-assessment Resident Surveys - Greater Manchester Combined Authority (greatermanchester-ca.gov.uk)
------------------------------------	---	---	--

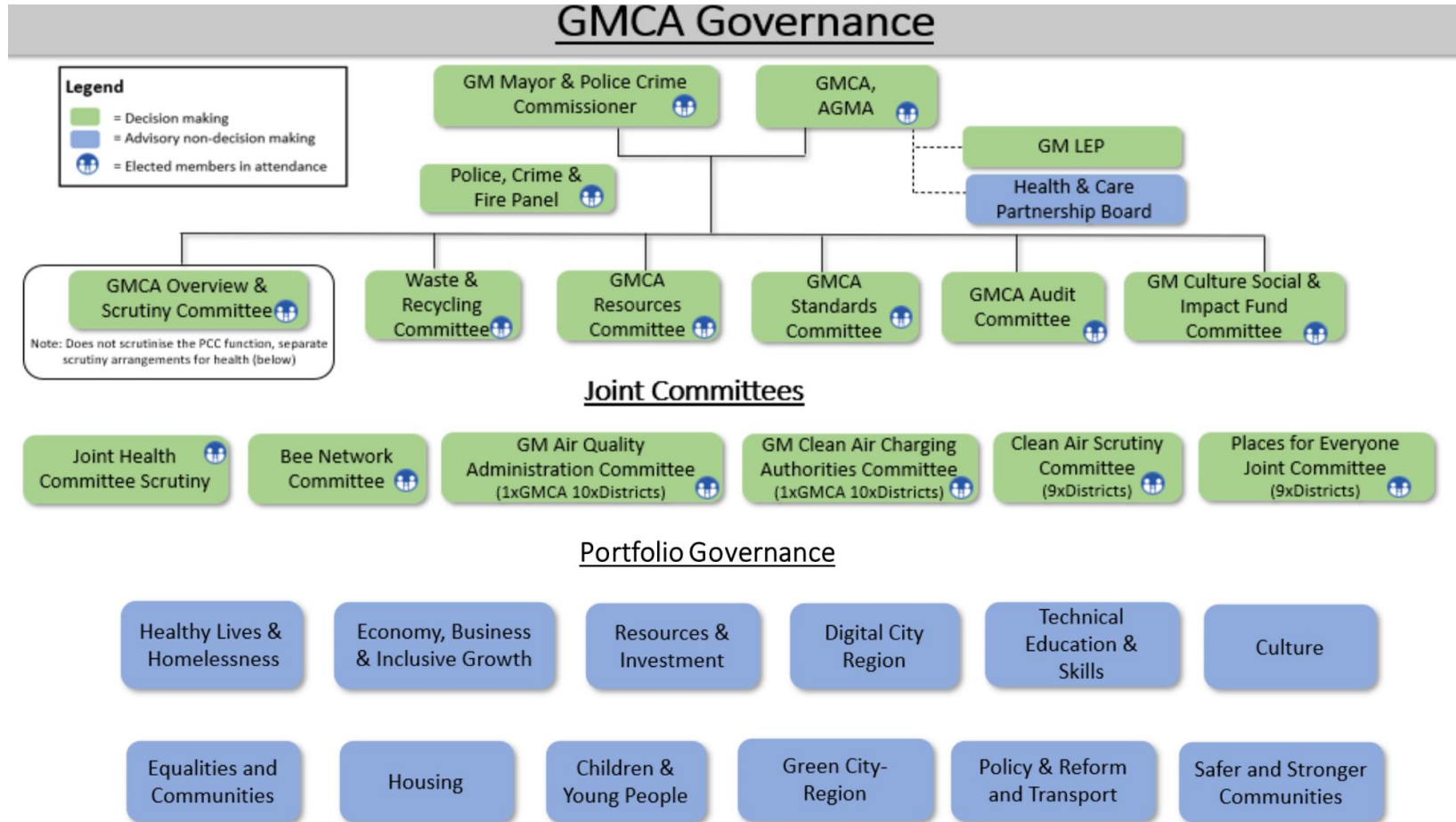
Roles and Responsibilities under the Performance Management Framework

GMCA Board Members/ Resources Committee / other committees: Have overall responsibility and accountability for delivery of the Greater Manchester Strategy. Six monthly Performance Reports will be provided to GMCA Board, LEP Board and Overview & Scrutiny Committee to enable understanding on the extent to which the Strategy is being delivered and collective progress towards the GMS ambitions are being achieved. A progress report on the GMCA Business Plan will be provided to the Resources Committee at six months into delivery. Additional to the Greater Manchester Strategy thematic Boards and Committees have responsibility for a range of thematic strategies and action plans, regularly reviewing progress and ensuring strategic objectives are being achieved.

Senior Leadership Team: Have responsibility and accountability for ensuring delivery of the GMCA Corporate Plan and Annual Business Plan. SLT have a dedicated meeting quarterly to consider Performance Monitoring Reports and to provide challenge, review exceptions and take action on areas of underperformance. SLT will also review and organise the resources and capacity to deliver, ensuring key organisational objectives and priorities are delivered. Additional to the quarterly performance reporting there is time at each weekly SLT meeting for any member to raise any operational issues which may require more urgent attention.

Directors and Directorate Management Teams: Have responsibility for delivery of Annual Business Plan for their Directorate. Directors and Heads of Service will consider performance as part of their regular meetings to review progress against Directorate priorities and ensure they have the necessary resources and equipped to deliver on key priorities. Key actions from the Directorate Plans are captured within the quarterly SLT performance monitoring, and further issues arising from Directorate Plan monitoring will be escalated to SLT as appropriate.

Staff: Individual staff performance management will be considered by Heads of Service and as part of the PRA process and 1-2-1 meetings. Staff will ensure they are familiar with Directorate and Team priorities and how these contribute to the Business Plan actions and corporate objectives.



NB: Portfolio governance structures feed into the statutory bodies above

This page is intentionally left blank